

Wales and Western 2022 Delivery Plan update



Wales and
Western



OFFICIAL

March 2022

Contents

Contents.....	2
Foreword.....	3
About Wales & Western.....	5
Priority outcomes and KPIs: long term scorecard.....	8
Network Rail’s Strategic Themes.....	10
Financial overview.....	24
Wales & Western priorities.....	26
Contact us.....	27



Foreword

Connecting two nations and two capital cities, Wales and Western serves people, business and communities the length and breadth of Wales and Borders, Oxfordshire and the Thames Valley, the west of England and the South West Peninsula. Our geographic footprint creates a unique opportunity for us to lead in transforming transport and economic growth, and in enhancing social value across our region. We proudly serve diverse communities with a unique cultural heritage, providing them with a safe, reliable, affordable and sustainable railway that meets their needs.

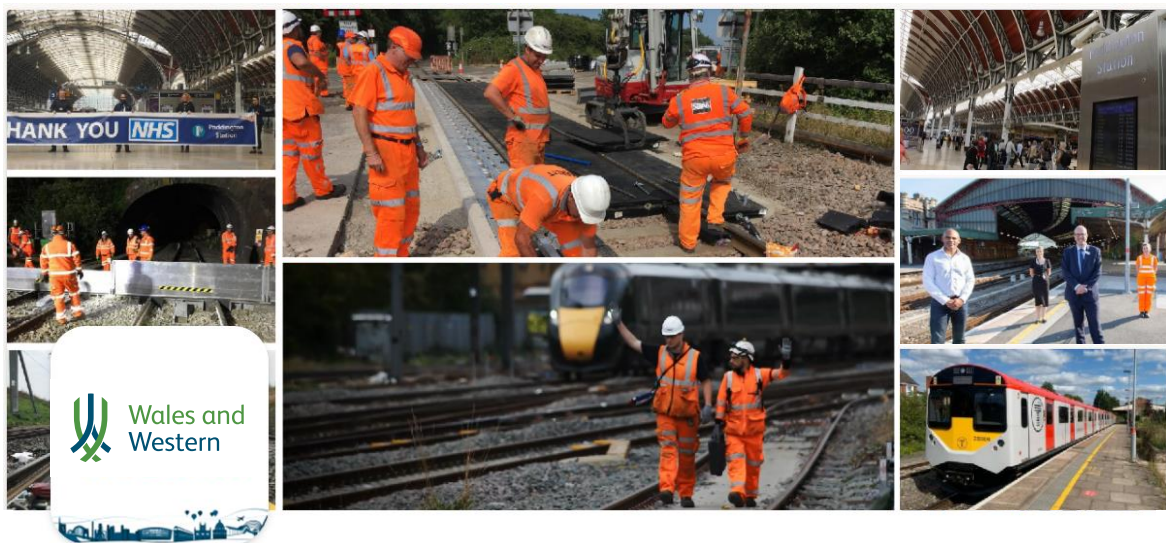
Our mission is to make our railway better, safer and more value-driven and we will do this by building a great railway in Wales and Western. We are focused on getting people and goods to where they need to be and supporting our country's prosperity to realise that ambition.

Our delivery plan translates the Network Rail story into a vision for our region's railway that focuses on what matters most to passengers, our colleagues, our customers and our communities. It sets out what we want to achieve and what we want people to say about us. It will drive us to be more ambitious, forward-thinking and to continuously seek to do better. It will guide everything that we do, and we will measure our success against it.

The impact of Covid-19 on our industry has been significant; but has also shown how quickly we can adapt. In today's fast-changing world, agility must become the new normal for our business and so we will evolve this strategy to help us respond to that change.

We want to be led by, and listen to, our passengers, customers, stakeholders and others who interact with and depend on the railway, supporting the ambitions of our communities and promoting economic growth. We invite you to continue to help shape our plans to develop the railway and its people.

We want our railway to be a proud example of a modern service organisation that puts passengers and freight users first: a better, safer, value-led railway, reflective of the changing times we are all experiencing. Our "Managing for Value: We Mean Business" programme is underway to help us to achieve this.



We have ambitious plans to transform our business:

- We will ensure passengers and freight users are at the heart of everything we do. We will invest to provide an excellent and safe end-to-end journey experience and collaborate with passenger and freight operators to ensure our network delivers value for those using it
- Our people are central to our vision for the future. We will empower and develop them, keep each other safe, and become an employer of choice with a workforce that reflects the diversity of our regional community
- We will lead our community to collaboratively plan for the future of our region. We will lead the transportation industry in adopting technology, enhancing how we operate, our sustainability credentials and our contribution to the government's Net Zero 2050 targets
- We will become easier to do business with by fostering closer relationships with our communities and supply chain to introduce new ideas and ways of working, to deliver a safer, more reliable, affordable and sustainable railway.



About Wales & Western

With a 5,000-strong workforce and 2,700 miles of railway, Wales & Western region is here to serve communities and businesses of Wales, the Thames Valley, West of England and the South West Peninsula.

We transport commuters to key employment hubs including London, Cardiff, Bristol, Birmingham, Manchester and Liverpool. We directly serve London Heathrow, Europe's busiest international airport and provide connections to Cardiff, Bristol, Birmingham, Manchester, and London Gatwick airports. We support leisure and tourism in all of these areas and support critical freight services, notably aggregates, moving millions of tonnes of freight every year.



We are focussed on getting the basics right; putting the passenger first to provide a safe, reliable and high performing railway every day. Our most recent accomplishments include the successful delivery of the December 2019 timetable change - the biggest timetable changes to GWR services since 1976 and electrification between London and Cardiff, providing thousands of extra seats and more frequent, quicker and greener journeys.

The road ahead

We are supporting the delivery of Transport for Wales' ambitious vision to transform the railway in Wales and Borders. We are working hard with Transport for London to prepare for the Elizabeth line which will bring a "metro frequency" service from Reading through London Paddington to Heathrow, Central London, Essex and Kent. Working through our Alliance with GWR on Western route and through our close working relationship with TfW in Wales, we are delivering a number of projects to create more capacity on the network, reduce journey times and improve facilities for passengers.

Key achievements and projects include:

- Reopening the Dartmoor line to Okehampton, completing works in just eight months to restore train services for the first time in 50 years
- Improving facilities for passengers at London Paddington, Reading and Bristol Temple Meads and renewing the historic roof at Bristol Temple Meads
- Reducing delays into and out of London Paddington through a £50m investment in new signalling equipment
- Remodelling Bristol East Junction to facilitate transforming rail services in Bristol
- Renewing the Grade II listed Barmouth Viaduct connecting passengers to North West Wales
- Delivering three miles of track renewals on the St Ives branch, improving reliability and performance
- Delivering the South West Rail Resilience Programme, including a new sea wall in Dawlish, to maintain the vital rail link between Devon, Cornwall and the rest of the UK
- Improving the resilience of our railway to changes in weather and climate on the Conwy Valley, Cambrian and Severn Estuary lines
- Installing new pumps at Sudbrook pumping station to keep passengers moving through the Severn Tunnel
- Introducing bi-directional signalling at Bristol Parkway to enable new, faster services
- Delivering the West Wales re-signalling scheme to improve reliability west of Swansea

- Building six new station buildings, delivering step-free access for the Elizabeth line in West London
- Eliminating open-line working, removing lookouts to improve track worker safety.

Stakeholder engagement

In developing our Control Period Six (CP6, which covers 2019-2024) plans, we engaged in a series of workshops across the region with a wide range of stakeholders including our partners, regulators, funders, passengers and the public. Our stakeholders' views influenced our plans and strategic priorities.

Our stakeholders have told us that we must be easier to do business with; we need to be transparent about our plans and have clearer points of contact. Their overall priority is to see improved performance to support economic growth across Wales and the west. We will continue to engage with our stakeholders to help develop our plans.

We work closely with GWR and TfW to integrate, where we can, our stakeholder engagement. We hold joint events with GWR and TfW in the House of Commons and Welsh Assembly respectively and we hold stakeholder briefings together and issue joint stakeholder updates on key announcements or activities.

We have refreshed our stakeholder engagement plan and have adapted it to include virtual workshops to maintain engagement despite the COVID-19 pandemic.

We have held workshops across the region to get feedback on our current plans and to hear stakeholder priorities for the future. This will be combined with a rolling schedule of engagement, comprising business breakfasts, an external and internal listening programme and an independently organised stakeholder survey.

Our objectives for stakeholder engagement

1. We are recognised (through feedback and assessment) as being honest, open, clear and trusted in our engagement
2. We agree with our Train Operating Company (TOC) and Freight Operating Company (FOC) stakeholders how we want to work together and regularly seek, listen and act on feedback
3. Our stakeholders shape our plans
4. We are a good neighbour – caring about the communities we work in – we reduce complaints about our work and meet key performance indicators for handling public cases
5. We work with stakeholders to minimise disruption on passengers, freight and communities
6. We work with stakeholders to develop medium- and long-term plans to help support jobs, housing and the economy
7. We engage with the supply chain so that they understand our plans for a five-year period so that they can help us drive efficiencies and scale appropriately.

Engagement shaping our plans

The Route Strategic Plans for CP6 for Wales and Western routes set out in detail the engagement and feedback from our stakeholders which shaped our plans for CP6 which are covered in this document. We have worked closely with our industry partners to develop joint scorecards and the detail of that engagement is set out in the customer agreement forms.

We have continued to engage with our stakeholders through a listening exercise, stakeholder breakfasts, as well as regular virtual engagement events with upper tier local authorities and local enterprise partners.

In addition, individual meetings are held with Members of Parliament (MPs), Members of the Senedd (MSs), Ministers, Councillors, Mayors and others throughout the year.

More information on our approach to stakeholder engagement can be found in our dedicated *Wales and Western Stakeholder Engagement Strategy for Control Period 6*.

We are conducting extensive engagement on our plans for Control Period Seven (CP7, which covers 2024-2029), which is discussed in more detail in the “priorities” section of this document and our *Initial CP7 Plan Submission*.

Supporting Great British Railways

Great British Railways will create a simpler, better railway, one that enables much closer collaboration and joint working with local leaders so it can serve the people of Britain and help deliver the government’s priorities.

The Great British Railways Transition Team (GBRTT) was set up following the launch of the Williams-Shapps Plan for Rail White Paper to Parliament in May 2021, to give shape and develop proposals for a new body (Great British Railways) to deliver a simpler, better railway for everyone in Britain. The Williams-Shapps Plan envisages the biggest transformation of the railway in 30 years by developing a Strategic Plan for the whole industry to end fragmentation, run and plan the network, own the infrastructure, procure passenger services and set most fares and timetables.


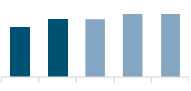

The Whole Industry Strategic Plan will be an outward looking strategy that will be shaped by a set of strategic objectives that have been developed by the UK Government for the benefit of rail passengers, freight users and taxpayers, and to support Britain’s economic, environmental and social ambitions. The five objectives - meeting customers’ needs, delivering financial sustainability, contributing to long-term economic growth, levelling up & connectivity, and delivering environmental sustainability – will be at the heart of the strategic plan.

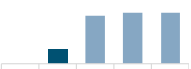
Wales & Western region is supporting GBRTT in the development of the Whole Industry Strategic Plan, which will be a landmark resource, enabling the government to set a clear and unified direction for the railway in support of long-term priorities, assisting with problem solving, and aligning the rail sector behind a common vision and with joined-up decision making. GBR will be responsible for achieving the outcomes within the WISP, providing regular updates to Ministers on progress and adapting it to reflect changes in the economy, society and technology.

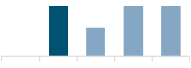
Priority outcomes and KPIs: long term scorecard

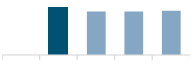
TRAIN SERVICE DELIVERY						
On Time Passenger trains that arrived on time	N/A	80.2%	69.6%	70.5%	70.7%	
Consistent Region Measure – Performance Minutes of Network Rail delay per mile travelled	1.62	0.99	1.75	1.38	1.38	
Freight Delivery Metric Freight trains arriving within 15 minutes of booked time	94.8%	96.0%	94.3%	94.2%	94.2%	
Freight Cancellations Freight trains cancelled	N/A	0.70%	0.96%	1.10%	1.10%	
Passenger Satisfaction (Wavelength) Passenger satisfaction with journey out of 10	N/A	N/A	7.89	7.93	7.98	
Passenger Satisfaction – Managed Stations Passengers satisfied with service at managed stations	N/A	N/A	N/A	86.7%	87.7%	
Composite Reliability Index Reduction in asset failures from baseline	2.7%	18.8%	3.7%	4.0%	5.8%	
Service Affecting Failures Asset failures which delayed train services	3270	2754	3213	3165	3103	

SAFETY						
Fatalities and Weighted Injuries Fatalities and weighted injuries per hour worked	N/A	0.069	0.041	0.045	0.043	
Personal Accountability for Safety Life saving rule breaches and high potential events	N/A	165	180	117	105	
Train Accident Risk Reduction Actions delivered to reduce train accident risk	100%	100%	96%	95%	95%	

EFFICIENCY						
Financial Performance Measure Planned expenditure against target	-£43.9m 19/20	-£10.1m 20/21	£1.0m 21/22	£0.0m 22/23	£0m 23/24	
Enhancement Milestones & Acceleration Enhancement milestones delivered on time	78% 19/20	91% 20/21	92% 21/22	100% 22/23	100% 23/24	
Effective Volumes Delivery of planned renewals work	100% 19/20	135% 20/21	91% 21/22	100% 22/23	100% 23/24	

SUSTAINABLE GROWTH						
Environmental Sustainability Index Achievement against environmental targets	N/A 19/20	28% 20/21	94% 21/22	100% 22/23	100% 23/24	

CUSTOMERS AND COMMUNITIES						
Complaints Handling Achievement against complaints handling targets	N/A 19/20	98% 20/21	57% 21/22	100% 22/23	100% 23/24	

PEOPLE						
Employee Engagement Favourable responses on employee engagement survey	N/A 19/20	58.5% 20/21	54.0% 21/22	54.0% 22/23	55.0% 23/24	

Network Rail's Strategic Themes

Our Vision – Putting passengers first

We're becoming a company that is on the side of passengers and freight users; that is easy to engage with and is an efficient and dependable partner; a company people are proud to work for; instinctively recognised as an industry leader.

Our Purpose

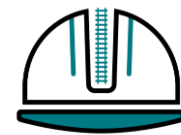
We exist to get people and goods where they need to be and to support our country's economic prosperity.

Our Role

Running a safe, reliable and efficient railway, serving customers and communities.

Network Rail has a vision which describes our role and purpose. Included in this are our Strategic Themes. These themes indicate the areas of priority for the business.

Safety



Safety

Key Delivery Plan outputs

Fatalities and Weighted Injuries Fatalities and weighted injuries per hour worked	N/A	0.069	0.041	0.045	0.043	
Personal Accountability for Safety Life saving rule breaches and high potential events	N/A	165	180	117	105	
Train Accident Risk Reduction Actions delivered to reduce train accident risk	100%	100%	96%	95%	95%	

Our ambition

We will always put the safety of our passengers, freight users and the community at the heart of everything we do by working with our partners and the community to continually improve safety. We will make passengers' whole journeys safer and more inclusive, reducing route crime and fatality risk. We will commit to eliminate high potential risks that could result in a train accident with a focus on asset failures, operational errors and level crossing protection.

We will become a transformational leader in safety and wellbeing, proactively learning and self-improving. Our people will feel a true sense of ownership and pride in keeping each other safe and well. We are focused on eliminating activities which place our people in harm's way.

Key initiatives

- We will collaborate with partners and the community to improve the safety of stations and where our network interacts with other transport modes through jointly owned safety plans, and embed safety into our long-term station development plans
- We will further improve passenger welfare and wellbeing facilities at our stations with enhanced public conveniences, rest areas and other amenities
- We will collaborate with our partners and actively engage our communities to reduce route crime and support fatality risk prevention activities
- We will improve monitoring and information about the condition of our network to inform how we best maintain and enhance our railway to keep our customers safe
- We will enhance training and supervision for operational activities that pose the greatest risk, embedding safety by design, and use digital technology to equip all operational duties with fail-safe procedures to significantly reduce the risk of human error
- We will improve safety at our level crossings by implementing risk-reducing technologies and by eliminating the higher-risk crossings on the fastest train lines
- We will create a safety and wellbeing focused culture by promoting transparency and everyday mutual accountability by all our people, who take pride in effectively finding and fixing issues in their local areas
- We will invest further in health, safety and environment training for our people, and ensure the outcomes are truly owned by our region through coaching whilst learning from our industry partners, supply chain and other organisations who are leaders in safety and culture change

- We will engage and empower all our people directly through roadshows, lunch and learns and safety hours. We will empower our leaders to take collective ownership of safety and wellbeing through our leadership development programmes and by giving them clearer responsibility for safety leadership in their teams
- We will take a data-led approach to actively redesign and transform all activities that place our colleagues in significant harm's way
- We will take a data-led approach to remove our people from significant at-risk activities through changing our asset, procurement and wider investment policies on all renewals and enhancements and designing out risk.

Progress and areas of focus

In 2021/22 we saw a reduction in our overall accident rate and workforce accidents were less severe. We made improvements to track worker safety through the removal of work on lines that are open to trains and our regional taskforce will continue to receive investment for the remainder of CP6 (2022-2024) to implement safer processes and technologies. Further improvements are required to reduce workforce musculoskeletal injuries and slips, trips and falls and we have local safety improvement plans in place to address facilities, equipment, and culture. We have challenging targets over the next two years to reduce accidents further.

Our Personal Accountability for Safety measure looks at the number of workforce incidents that could have resulted in severe consequences, and at the number of breaches of life saving rules. We've implemented Great People Manager training, bringing managers and employees together to create a supportive culture, whereby everyone has a stake in looking out for each other. We've also transitioned our "close call" system to business as usual with dedicated teams addressing risks identified across the region. In 2021/22 we saw an increase in the number of speeding events, driven in part by increased driver miles in hired fleet. To address this, we'll be installing new in-vehicle speed warning equipment and delivering new driver training. We also had a number of incidents with potential for major injuries to our workforce. Root cause analysis of these incidents will inform our approach to preventing any recurrence and we have targeted a year-on-year improvement of this measure.

We undertake a variety of measures to reduce train accident risk. Over the past year we met our targets for addressing track drainage, maintaining lineside fencing, mitigating erosion around infrastructure foundations, and mitigating sites where vehicles have the potential to access the infrastructure. We had an ambitious plan for further management of lineside vegetation and while we fell short of our annual target, the majority of planned work was delivered. We made improvements to track geometry in Western, which if left to deteriorate can have a negative impact on train performance and in extreme cases can result in derailments. We have further work to do to meet our targets for improving track geometry in Wales. Our target remains at 95 % for the rest of CP6 (2022-2024), with milestones targeting high risk elements such as level crossings, tree condition, and drainage.

Train service delivery



Train service delivery

Key Delivery Plan outputs

On Time Passenger trains that arrived on time	N/A 19/20	80.2% 20/21	69.6% 21/22	70.5% 22/23	70.7% 23/24	
Consistent Region Measure – Performance Minutes of Network Rail delay per mile travelled	1.62 19/20	0.99 20/21	1.75 21/22	1.38 22/23	1.38 23/24	
Freight Delivery Metric Freight trains arriving within 15 minutes of booked time	94.8% 19/20	96.0% 20/21	94.3% 21/22	94.2% 22/23	94.2% 23/24	
Freight Cancellations Freight trains cancelled	N/A 19/20	0.70% 20/21	0.96% 21/22	1.10% 22/23	1.10% 23/24	
Passenger Satisfaction (Wavelength) Passenger satisfaction with journey out of 10	N/A 19/20	N/A 20/21	7.89 21/22	7.93 22/23	7.98 23/24	
Passenger Satisfaction – Managed Stations Passengers satisfied with service at managed stations	N/A 19/20	N/A 20/21	N/A 21/22	86.7% 22/23	87.7% 23/24	
Composite Reliability Index Reduction in asset failures from baseline	2.7% 19/20	18.8% 20/21	3.7% 21/22	4.0% 22/23	5.8% 23/24	
Service Affecting Failures Asset failures which delayed train services	3270 19/20	2754 20/21	3213 21/22	3165 22/23	3103 23/24	

Our ambition

We will become a customer-led region that provides a reliable and excellent end-to-end journey experience for everyone who uses our network. We will collaborate with passenger and freight operators to ensure our network delivers value for those using it.

Key initiatives

- We will implement an operations-led technology-enabled strategy to support delivery of a high-performance train service benefitting the end-to-end passenger experience. We will invest in the culture, engagement, and capabilities of our operations teams to support realisation of this strategy
- We will deliver reliable end-to-end journey experiences through a precision timetable, enhanced operations capability, and a reliable infrastructure



- We will deliver improvements in reliability from infrastructure improvements, including replacing all track circuits between Paddington and Airport Junction with more reliable axle counters.

Progress and areas of focus

In 2021/22 we challenged ourselves to deliver the high levels of performance achieved in 2020/21, which was predominately due to fewer train services and lower passenger numbers. Asset reliability metrics were also targeted at 2020/21 levels. Since then, services and passenger numbers have increased, and our performance hasn't been at the levels to which we aspire.

An improvement plan was commenced aimed at delivering our scorecard above target for the year. Working with our industry partners we were committed to delivering a step change in service delivery. Additional money was invested to reduce the impact of trespassing on the railway through physical mitigation such as anti-trespass measures on bridges and stations and working closely with the British Transport Police and security contractors to proactively patrol key locations. We also worked closely with our train operators to support them with train crew and rolling stock challenges, and six-monthly deep dives were undertaken into freight performance, with actions identified to tackle the worst offending incidents.

The Thames Valley is a priority for us in readiness for Elizabeth Line services starting during 2022/23. We have created Project Fusion, jointly with train and freight operating companies to deliver improved performance between Didcot Parkway and London Paddington. Over 50 priority actions are underway with longer term recommendations starting and delivering in 2022/23.

For each of the customer scorecards performance improvements were achieved throughout the year through the implementation of a number of actions. A new traffic management system was put in place in the Thames Valley area, helping to deliver better service management and recovery. A "one team" stakeholder group was re-launched in Wales to resolve local train service issues, and a Heathrow Desk was commissioned at TVSC providing dedicated signalling oversight of Elizabeth line services.

Making our assets more reliable is essential to improving performance. The reliability of our assets declined in 2021/22 with Track being the key issue across the region. Some of our service delays were due to failures of the equipment we use to detect where our trains are on the track, and we therefore commissioned modern and far more reliable technology for detecting trains in the Thames Valley area. The engineering team also conducted a variety of in-depth root cause analysis workshops for all assets with improvement actions implemented as a result. A priority moving forwards is to address temporary speed restrictions that can make journeys longer than published in the timetable.

While we missed our annual targets for many of our train service delivery measures, signs of recovery were becoming evident in the last few months of the year with performance steadily increasing. For the remaining years of CP6 (2022-2024) our targets balance ambition for performance improvements with deliverability. We expect train services to increase in 2022/23 closer to pre-Covid levels which brings greater risk in terms of service reliability, and there will be additional Elizabeth line services from September combined with additional freight traffic. To maintain performance on a busier network, we've allocated £20m over the next two years to performance and safety improvement initiatives.

The satisfaction of those who are travelling on our network remains high, demonstrating the hard work by the industry to continue to run services and provide a safe travelling experience. Passenger satisfaction is assessed through the online Rail Delivery Group survey and in 2021/22 for overall journey satisfaction the region achieved a mean score of 7.89 out of 10. Over the next two years we aim to increase this further with "putting passengers first" projects planned at our managed stations, one of these being Bristol Temple Meads roof refurbishment which has

commenced and will complete in 2024. Various customer service initiatives have been completed and others are in progress including “speak passenger”, disability awareness training, GWR Great Experience Makers training, and the “Here to Help” scheme. Viewpoint surveys are also in use at our managed stations and period insight reports are produced with actions implemented on the feedback. Examples include reviewing the water temperature in hand basins as feedback advised it was too hot.

Efficiency



Key Delivery Plan outputs

Financial Performance Measure Planned expenditure against target	-£43.9m 19/20	-£10.1m 20/21	£1.0m 21/22	£0.0m 22/23	£0m 23/24	
Enhancement Milestones & Acceleration Enhancement milestones delivered on time	78% 19/20	91% 20/21	92% 21/22	100% 22/23	100% 23/24	
Effective Volumes Delivery of planned renewals work	100% 19/20	135% 20/21	91% 21/22	100% 22/23	100% 23/24	

Our ambition

We will operate an affordable, value-for-money railway and continually strive to become more efficient as we enhance, maintain, and operate our network. Our agility, innovative culture and professionalism are critical in enabling us to deliver what we say we will, on time and at the right price.

We will become a technology-led region, driving greater pursuit of research and development for the benefit of our industry and collaborating with our supply chain to deliver a safer and more efficient railway that meets the needs of our customers.

Key initiatives

- We work with our suppliers to put new ideas and technologies into practice to support all our people, our productivity and our wellbeing
- We will align our contracts, performance management and benchmarking to support our strategic procurement priorities with a focus on outcomes for customers, safety and affordability
- We will partner and collaborate with other regions and organisations to find opportunities to improve value, including how we use our land and property, taking a long-term view of our business needs and those of our communities
- We will develop a clear understanding of our capital delivery cost drivers and make decisions which maximise the whole-life industry costs and benefits, reduce the need for inefficient and reactive spend, and increase the reliability of our network for customers
- We will focus on delivering our maintenance plans more efficiently by planning our work bank and access requirements further ahead and in a way that increases the outputs we achieve, whilst minimising disruption to our customers
- We will focus on creating the optimal balance of internal and external capability to support us in delivering our long-term plans and responding to change efficiently and effectively
- We will pursue technologies to accelerate achievement of our region's ambitions, align regional governance to support us in realising the benefits of innovation more quickly and collaborate with stakeholders to achieve our long-term plans
- We will support suppliers to innovate, share learnings, increase research and development, and pilot new technologies to drive a more customer-focused, efficient and safe railway

- We will engage with a wider range of suppliers to bring new perspectives and generate potential efficiencies, including those new to the rail industry, specialists, and small and medium-sized enterprises
- We will accelerate opportunities to address data quality, availability and speed of access within our region (and where appropriate share this with our stakeholders) to drive a long-term data strategy for the future
- We will further embed our data-driven culture to form the foundation for robust decision-making to meet the needs of our customers, to optimise our business, and to understand, monitor and address waste.

Progress and areas of focus

In 2020/21, the onset of the pandemic brought unexpected costs to ensure frontline colleagues could work safely, and to ensure we had sufficient resource to deliver our plans. Despite these challenges we continued to manage our business within our CP6 funding settlement, and our supply chain responded quickly to implement new ways of working to deliver our plan for infrastructure renewals. In 2021/22, while our income was higher than expected some of our capital works cost more than planned, particularly with our Civils works where more intrusive site investigations identified additional work to maintain a safe and reliable railway. This resulted in our Financial Performance Measure ending the year at -£4.4m.

Moving into the remainder of CP6 (2022-2024), we have three financial priorities: capital deliverability, efficiency, and modernisation. For capital deliverability we'll work to ensure our forecasts are robust so that we neither overspend nor under deliver; a significant risk to this is input price inflation. In terms of financial efficiency, we exceeded our Year 1 and Year 2 efficiency target however the targets for future years represent a significant step up. In collaboration with our industry partners, and our efficiency board, we must unlock new ways of efficient working and have made good progress on this already. Finally, we must continue to be well prepared for the next stages of management modernisation, and preparation for Great British Railways, and ensure our aspirations are delivered, while protecting core railway capabilities and deliverables.

In 2021/22 we delivered core schemes set out in the Enhancements Delivery Plan (EDP). These were Bristol East Junction remodelling and the opening of the infrastructure between Dartmoor and Okehampton for passenger services. Both were notable achievements realising many benefits for passengers and communities. Infrastructure capability to support full completion of the Elizabeth line between Reading and Shenfield has been delayed and is a key priority for 2022/23. We have however opened Elizabeth line stations at Ealing Broadway, Southall, West Drayton, and Hayes and Harlington. We also delivered a number of regional enhancement milestones, including completion of timber works at Barmouth Viaduct and awarding of the contract for an extended rockfall shelter to protect the railway between Dawlish and Holcombe in south Devon. In 2022/23 we'll not only measure ourselves on the delivery of our enhancement projects but also on the speed of delivery, capturing project acceleration in the milestone measure.

Effective volumes look at work planned for of our assets and assigns a weighting to the work in terms of how effective it is in improving the sustainability of the asset. We are targeting 100% delivery of our effective volumes for the remainder of CP6 (2022-2024). In 2021/22 while we over-delivered for our signalling asset we under-delivered for earthworks, structures, and track. For structures, the region is currently exploring options to mitigate against schemes having to move into CP7 (2024-2029). Should this not be possible, we will look to mitigate additional risk through examinations and inspections. This could lead to additional restrictions, but we anticipate minimal impact to performance of the network.

Sustainable growth



Sustainable growth

Key Delivery Plan outputs

Environmental Sustainability Index Achievement against environmental targets	N/A	28%	94%	100%	100%
	19/20	20/21	21/22	22/23	23/24



Our ambition

We will be a resilient region, aware of and meeting the challenges presented by the effects of climate change on our railway. We will lead collective action, across Wales and the West of England, to the national objective for Net Zero carbon by 2050, promoting the value of our business in providing low carbon transport.

The priorities of our customers and communities will shape our long-term plans. We will lead greater integration across our industry, and across Wales and the West of England, to plan for the future of the whole railway, ensuring that it is reliable, supports sustainable growth, enhances social value, and aligns with the wider transport network.

Key initiatives

- We will lead carbon reduction in transport by collaborating with our industry and community to drive greater attraction to rail transport and promoting our low carbon credentials, including investing in electric vehicles for our road fleet
- We will further reduce carbon emissions by continuing to develop traction decarbonisation projects across the region and enabling the removal of diesel-only trains by 2040
- We will review and refresh our regional plans to improve our resilience to climate change and the projected increase in extreme weather conditions
- We will share our plans and strategies with local government and communities to create opportunities for combined funding, improving taxpayer value for money
- We will create opportunities to promote biodiversity and ecosystem resilience, whilst ensuring our network remains safe for our people and customers
- We will create and evolve long-term plans for our business, informed by the needs of people who rely on the railway and our communities, and delivered through multi-billion-pound investment programmes by our people, suppliers and partners
- We will lead whole railway planning across Wales and the West of England, including creating a reliable timetable for our network; we will develop the capability, frameworks and tools, and external relationships across the rail industry and communities to support this
- We will lead beyond the railway to integrate transport planning across Wales and the West of England to enhance mobility, drive sustainable economic growth and generate social value for our communities
- Our new governance arrangements will enable us to secure, plan and prioritise investment, and maximise the outcomes by responding quickly to changing circumstances and bringing customer and community needs to the heart of decision-making
- We will pursue opportunities to enhance social value through our long-term plans by including initiatives to reuse and regenerate in order to reduce waste
- We will review and refresh our long-term plans to reflect learnings from the COVID-19 pandemic and ensure we are quick to pre-empt and adapt to change in the future



- We will demonstrate alignment to the international standard for asset management (ISO 55001).

Progress and areas of focus

We launched our Sustainability Delivery Plan for CP6 incorporating plans for energy efficiency, electric vehicle usage, no net loss in biodiversity, climate change resilience, and social value. We met our Environmental Sustainability Target for 2021/22 by increasing the amount of waste we reuse or recycle, by diverting waste from landfill, and by decreasing our energy usage and carbon emissions versus Control Period Five (CP5, 2014-2019).

Over the last year we had one major environmental incident and two significant incidents. An incident response working group was established to start to set out a plan as to how we prevent, manage, and remediate these events moving forwards.

We've responded to the changing safety threat of climate change and weather patterns by increasing our investment in weather resilience activities. We've put in place dedicated drainage teams in Wales and Western Maintenance. Funding was also drawn down from our risk pot for increased earthworks and drainage interventions following the Mair / Slingo review. In 2020 in the Conwy Valley, we installed 16,000 tonnes of rock armour along the 2km railway between Tal y Cafn and Llanrwst to improve resilience of the line to flooding. In 2021/22, half a mile of rock armour was also installed, and culverts refurbished between Hereford and Abergavenny, and Black Bridge near Machynlleth was raised away from rising waters to minimise future disruption from flooding.

We're also putting in place plans for Ash Die Back to be tackled in earnest in Control Period Seven (CP7, 2024-2029). Weather resilience and environmental sustainability has been flagged by our stakeholders as a key priority for CP7 and will therefore be safeguarded in our plans in the event of funding constraints.

People



People

Key Delivery Plan outputs

Employee Engagement	N/A	58.5%	54.0%	54.0%	55.0%
Favourable responses on employee engagement survey	19/20	20/21	21/22	22/23	23/24

Our ambition

We will become innovative, collaborative and inclusive: an employer of choice. We will proudly put safety and service at the heart of everything we do. Our pride in who we are and our agility means together we can confidently meet the challenges of the future.

All our people will be empowered with the skills required to meet the future challenges facing our region and to deliver our vision for Wales and Western. We will have strong relationships with our people and Trade Unions, and will invest in development, training and recruitment.

Key initiatives

- We will help line managers throughout our region to support our people so they can work more effectively and safely
- We will celebrate diversity, sustainability and our social purpose as a distinct local employer, attracting and retaining people from across our communities
- We will transform how we listen and communicate through face-to-face and digital means, making it more rewarding for everyone to engage with each other and our leaders
- We will put innovation at the heart of our business; we will inspire and empower our teams to find creative solutions to future challenges through new ideas and technologies, and embrace new ways of working
- Our development programmes will help our leaders to promote more customer-focused and collaborative ways of working – a culture of empowerment – and to care about the railway, its users and each other
- We will create a workforce which is more diverse and reflective of our communities, that meets the future requirements of our business through a strategic approach to planning
- We will enhance our regional training capability to ensure we can address future resource requirements with agility and provide opportunities for our people to develop
- We will build strong relationships with our people and Trade Unions to design solutions that achieve benefits for everyone
- Our clear training and recruitment plan will support the future competence and capability needs of our business, driving excellence in our operations capability and performance, and restoring operations to the heart of our business; it will also enable rapid adoption of technology and new ways of working
- We will enhance our responsiveness to stakeholder needs through strategic development of new capabilities, for example, the ability to integrate plans for the whole transport network.

Progress and areas of focus

Our employee engagement results are not at the levels we'd like to achieve. The industry is facing significant change and challenges which makes strong employee engagement critical. The average of our two surveys in 2021/22 brought us short of our target of 58%. Actions have been implemented to drive improvement, most notably the launch of the Wales and Western PROUD colleague recognition scheme. This was put in place to address feedback from the survey that more could be done to recognise the great work our people do and reward them for their



endeavours. The PROUD scheme allows anyone on the region to recognise a colleague and awards are given for those who go above and beyond. Further engagement priorities have been finalised and commitments will be collated across all functions, forming a “You Said We Did” communications plan.

We launched Stand up for Race Equality briefings which have been completed by the majority of colleagues in the region, raising awareness of discrimination in the workplace and the effect this can have on safety. We relaunched our Disability Matters group which has been reviewing priorities and creating plans for the year ahead. In partnership with external charities, events have also been run encouraging colleagues to reach out to each other for mental wellbeing.

In terms of strategic workforce planning, we are working on on-boarding Level 3 apprentices and will welcome 18 engineering apprentices in March 2022.

We recognise that many of our frontline accommodation facilities are not up to the standard expected from our employees. A Fixing Your Workplace initiative has therefore started to gather information about facilities that need fixing and start projects to implement improvements. We have already upgraded a number of kitchens in signal boxes and are improving car parks at some of our depot locations. We also have large upgrades happening at Newbury, Thames Valley Signalling Centre (TVSC), Didcot Delivery Unit and Paddington Delivery Unit. Improvements will continue into 2022/23.

The next two years bring a period of uncertainty as we transition to Great British Railways. This will be a challenging time to maintain employee engagement, but we will continue to focus on supporting our colleagues through organisational changes with training to equip our leaders around resilience and change capability.

Customers and communities



Customers and communities

Key Delivery Plan outputs

Complaints Handling	N/A	98%	57%	100%	100%
Achievement against complaints handling targets	19/20	20/21	21/22	22/23	23/24

Our ambition

We will become a region that stimulates local economic growth and promotes sustainability and social value, actively contributing to our local society because we make investment choices that consider local needs. Our communities in Wales and the West of England will want to engage with us because we listen, we collaborate and we communicate openly about the things that matter to them. Our local communities will be advocates for our region.

We will be a client that industry suppliers of all sizes want to work with because we are easy to engage with, transparent and fair. We will support economic growth across Wales and the West of England and promote innovation and the local supply chain through strong relationships.

Key initiatives

- We will enhance the value that our passengers get from our network through improving the services and facilities available. We will provide electric vehicle charging points and Wi-Fi at managed stations and enable seamless integration between station and train Wi-Fi
- We will provide timely, easy-to-access and easy-to-understand information about our passengers' end-to-end journeys using industry-leading digital technologies, and recommend alternative travel arrangements if there is disruption on our network
- We will develop our stations and network to provide mobility solutions, so all our passengers complete their journeys seamlessly, safely and reliably. We will get the basics in place with reliable lifts and escalators, and promote long-term accessibility investment
- We will provide dedicated customer training for our people and collaborate with train operators to provide a consistent high-quality passenger experience across all stations
- We will listen to passengers and freight users and communities to understand what they want from the railway and develop a joint approach to enhance our network, and attract and recover usage of the railway post-COVID
- We will support sustainable economic growth through strong, collaborative relationships with freight operators, and a culture that puts freight users at the heart of our decisions
- We will promote the needs and objectives of our communities through forums, including local employment, accessibility, housing plans and transport integration
- We will facilitate early development of investment ideas generated by our communities through seed funding and enabled by community engagement plans
- We will develop a regional investment strategy to meet the needs of our communities and drive local growth by strengthening the capability of our teams to do integrated transport planning and promoting rail's sustainability and social value credentials
- We will build trust with our local communities by creating an online portal to give easy access to our project information on forthcoming works
- We will encourage our people to develop strong community relationships and to represent the railway, building advocacy with stakeholders through local engagement

- We will collaborate with new and existing suppliers to share opportunities for years ahead to enable them to plan engagement effectively and to support us in driving better value
- We will ensure that the commercial function has clear and simple processes, and that our colleagues can depend on us
- We will build capability in our teams to work more effectively and collaboratively with suppliers through engaging supplier relationship management
- We will communicate transparently with suppliers, including through openly sharing data on our assets, activities and future investment plans to promote innovation
- We will actively promote opportunities for local small-medium sized enterprises to work with us, by simplifying and streamlining our procurement processes where possible
- We will build strong relationships with our suppliers and update our contracting framework to meet the needs of customers and communities
- We will facilitate investment into the industry through streamlining navigation of our investment processes and by creating a regional handbook about investing in the network
- We are committed to engaging with all funders and stakeholders to improve our responsiveness and approachability as a business partner.

Progress and areas of focus

We've consistently driven down the number of complaints we receive for the last three years. We anticipate a slower rate of reduction over the remainder of the control period (2022-2024) but will continue to focus on pre-notifying communities of disruptive work, analysing reasons for complaints, identifying future large work sites, and ensuring appropriate work site behaviours. As we move into 2022/23, we'll be incorporating measures to assess the quality of our complaints handling, ensuring everyone who contacts our complaints team receives a high-quality service.

We've continued work to make improvements to our stations. As part of our environmental sustainability strategy, 160 electric vehicle (EV) charging points have been installed in the multi-storey car park at Reading station. Paddington received "secure station" status with station operators demonstrating how they are working with partners to reduce crime and play a greater role in safeguarding vulnerable people. The renewal of the roof at Bristol Temple Meads has commenced and is expected to complete in 2024. We've also continued to make accessibility improvements, for example the new lifts and footbridge at Barry Station in Wales. We're highlighting the importance of further accessibility funding in our CP7 plans.

As part of Putting Passengers First we continue to strive to be a customer service organisation. In conjunction with GWR, Great Experience Makers (GEM) training has been made available to all Network Rail staff and there is also a Here to Help programme allowing volunteers to support core station staff in customer service delivery at stations during planned events.

Network Rail and GWR trialled an exciting new way to provide passengers with an enhanced travel information service to help bridge the gap between network disruption and live passenger information. Rainbow boards were displayed in our three managed stations (Paddington, Reading, and Bristol Temple Meads) with updates on services using an easy-to-understand colour coding dependent on the condition of those services. Weather report-style video reports were also published to social media. If it is proven to improve passenger experience, we will look to introduce it on a permanent basis.

As part of the "Graffiti Sprint" initiative, the region targeted 15 heavily affected areas across the South West to remove graffiti and improve the overall look and feel of the railway. The hot spots included the long stretch of railway between Slough and London Paddington station, the blue bridge that crosses the M4 motorway to the north of Bristol, and the River Teign bridge in Devon. As we build back better throughout the rest of the control period, removing graffiti will make our stations and services more pleasant for passengers.

Financial overview

Income

£bn	2019/20	2020/21	2021/22	2022/23	2023/24 (CP6 Exit)	CP6 Total	Last approved baseline
Franchised Train Companies and FOC Income	(190)	(236)	(287)	(311)	(305)	(1,329)	(1,316)
Commercial / Property Income	(98)	(88)	(98)	(104)	(111)	(499)	(495)
Government Grant Income (Regional allocation)	0	0	0	0	0	0	0
Net Schedule 4 & 8 costs	(18)	(37)	(9)	3	6	(54)	(54)
Total Income	(306)	(361)	(394)	(412)	(410)	(1,882)	(1,864)

Expenditure

£bn	2019/20	2020/21	2021/22	2022/23	2023/24 (CP6 Exit)	CP6 Total	Last approved baseline
Support	30	36	22	64	41	193	125
Operations	100	105	109	117	117	548	544
Maintenance	244	267	256	241	243	1,251	1,248
Industry costs and rates <i>Electricity Costs for Traction (EC4T), Cumulo Rates, British Transport Police subsidy, ORR subscription, Rail Delivery Group subsidy, etc</i>	0	0	79	81	100	261	256
Renewals	403	490	503	604	590	2,590	2,583
Risk Funding	0	0	0	0	32	32	57
Total Costs	776	898	970	1,107	1,123	4,874	4,812

We continue to successfully manage our plan in line with our CP6 funding envelope to deliver a Great Wales & Western Regional Railway. We continue to focus on driving revenue growth and cutting costs allowing us to deliver more value and a lower net subsidy. We are outperforming our property plan and planning to stretch further. Our third-party income continues to grow.

Our domestic efficiencies are progressing ahead of plan, and we are on track to deliver £100m more than our original plan due to modernisation. 90% of our £571m CP6 domestic efficiencies forecast are complete or on track to deliver, against a £474m original plan.

Our industry efficiency board is well embedded with significant efficiency opportunities identified: we have currently identified £33m to £106m industry efficiencies delivering annual recurring benefits of £8m to £24m.

Train performance has improved in some areas following a decline earlier in the year, but it continues to be below where we want to be. We have therefore allocated a further £20m from our risk funds for the remainder of CP6 to drive improvements in train performance and safety. It is anticipated the significant storms in February 2022 will impact our 2021/22 forecast.

We continue to experience challenges in the delivery of our renewals portfolio with a further £21m reduction in 2021/22. Actions are underway to improve delivery, and we have an established deferred renewals process to mitigate any asset risk. Our remaining Enhancement plan is aligned to the comprehensive spending review.

Input price inflation presents a significant funding risk in CP6 and our entry point for CP7. Our plan has been updated to cover risk assumptions in opex and renewals as well as benefits in income. However, we expect the risk exposure to further increase especially in renewals. Continued development of the whole industry P&L will support greater risk management in the future.

We are managing our headcount very effectively and have robust controls in place. Our plan assumes these controls continue, driving further efficiencies while supporting national led initiatives.

Wales & Western priorities

The coming year will be one in which we seek to rebuild the public's confidence in using public transport, including the rail network through welcoming stations, sustained reliability performance, effective timetable change preparations and robust early planning work on CP7.

Our mission is to make our railway better, safer and more value-driven and we will do this by building a great railway in Wales and Western. We are focused on developing a credible submission for Control Period 7 setting out the investment needed in our region's railways to support getting people and goods to where they need to be and supporting our country's prosperity to realise that ambition.

We have been working on our plans for CP7 over the past year, largely through top-down scenario planning. We are now at the point of transition and our plans are increasingly informed by bottom up asset planning, although this remains a work in progress and further detailed plan development continues to support our position and to show how we create, protect, and enhance value for our investors: the UK taxpayer.

We want our railway to be a proud example of a modern service organisation that puts passengers and freight users first: a better, safer, value-led railway, reflective of the changing times we are all experiencing. Our "Managing for Value: We Mean Business" programme is underway to help us to achieve this. Our CP7 plans will in future be refined and aligned with the renewed value proposition confirmed through our programme.

We are mindful of the balance between the needs of the asset from a stewardship perspective and the challenge of affordability. A successful CP7 settlement will result in deliverable outcomes matching the funding available.

Our renewals plans have been led by our asset managers with emerging asset workbanks and regional unit rates informing the submission. We have also significantly matured our plans for environmental sustainability, with provision for the decarbonisation of our road vehicle fleet, weather resilience and climate change adaptations, biodiversity and social value improvements.

We have implemented a comprehensive, multi-channel approach to stakeholder engagement, which is progressing extremely well with positive feedback from our stakeholders. We have held nine stakeholder workshops in our first round of engagement, covering stakeholders across Wales and Western, operators and freight end users. We have pioneered an independent Stakeholder Challenge Panel, chaired by Transport Focus, building on best practice from other sectors, which has met twice and is providing valuable feedback and constructive challenge to our plans. Our stakeholders value collaboration with Network Rail, and broadly want our plans to focus on resilience and reliability, with a focus on reducing costs and simplifying processes so we are easier to do business. Our challenge panel is encouraging us to be clearer and more confident on the value of rail, which aligns well to our activity in this area.

We have also commissioned Transport Focus to conduct independent passenger research to make sure that the priorities of passengers are central to our CP7 planning. Our passengers tell us that protecting service punctuality and asset reliability so they don't deteriorate is fundamental, as is focusing on environmental sustainability and weather resilience.

Our stakeholder engagement and our passenger research are informing our approach as we deepen the maturity and improve the affordability of our plans so we demonstrate how we will drive greater value with a credible, achievable, affordable and sustainable plan.

Contact us

Network Rail owns, operates and develops the railway infrastructure in Britain and manages 20 of the largest stations. Other stations are managed by Train Operating Companies, which sell tickets to passengers and operate passenger services. Freight Operating Companies operate freight services.

To contact us about a safety concern, general queries or to make a complaint about one of our managed stations, please visit our website or call our 24 hour national helpline: 03457 11 41 41. Our website provides guidance on activating Type Talk facilities and live chat.

More information about Network Rail is available on www.networkrail.co.uk

We also publish information on the transparency page of our website and we are subject to the Freedom of Information Act 2000 and the Environmental Information Regulations 2004.

Network Rail Infrastructure Limited
1 Eversholt Street
London NW1 2DN

Tel 020 7557 8000

networkrail.co.uk

Company number: 4402220
Registered in England and Wales

NetworkRail

